



# **Departmental Quarterly Performance Report**

**Department Name: Finance**

**Reporting Period:**

**FY 2003-04**

**1st Quarter**

<b>I. Performance Initiatives</b>	<b>Page 2</b>
<b>II. Personnel Status</b>	<b>Page 16</b>
<b>III. Financial Performance</b>	<b>Page 18</b>
<b>IV. Department Director Review</b>	<b>Page 19</b>

# Departmental Quarterly Performance Report

Department Name: Finance

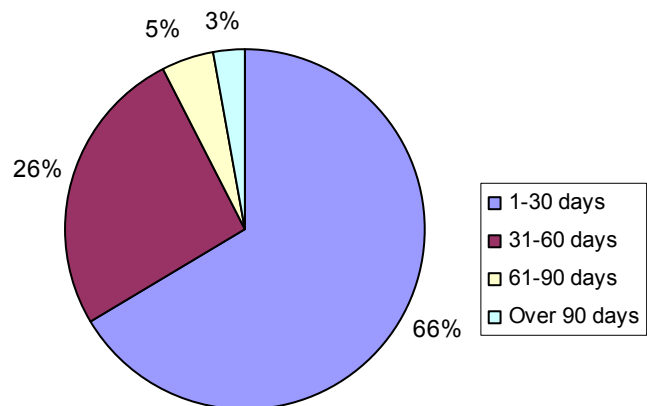
Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

## MAJOR PERFORMANCE INITIATIVES

*Mission Statement:* Provide timely, accurate, efficient, and accessible financial services, data, analysis, tax collection and guidance to our broad customer base and to promote confidence in these products and services as sound foundations for financial and management decision making.

### *Issue payments to vendors within 30 days of receipt of invoice by the County.*

Average No. of Days it takes to process invoices for payment



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☒ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

**Goal Outcome Identifier:**  
**ES8-3**

Invoices processed within the following average number of days:

QTR 1-2004	No. of Invoices	% of Total	YTD-2004	No. of Invoices	% of Total
1-30 days	34,151	66%	1-30 days	34,151	66%
31-60 days	13,426	26%	31-60 days	13,426	26%
61-90 days	2,406	5%	61-90 days	2,406	5%
Over 90 days	1,407	3%	Over 90 days	1,407	3%
Total	51,390	100%	Total	51,390	100%

Above information based on Contract payments processed through Procurement only. It does not include Construction Contract or Direct Vouchers payments.

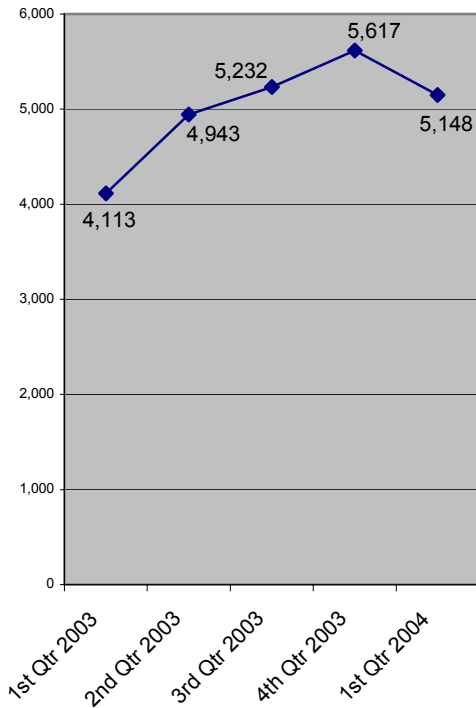
# Departmental Quarterly Performance Report

Department Name: Finance

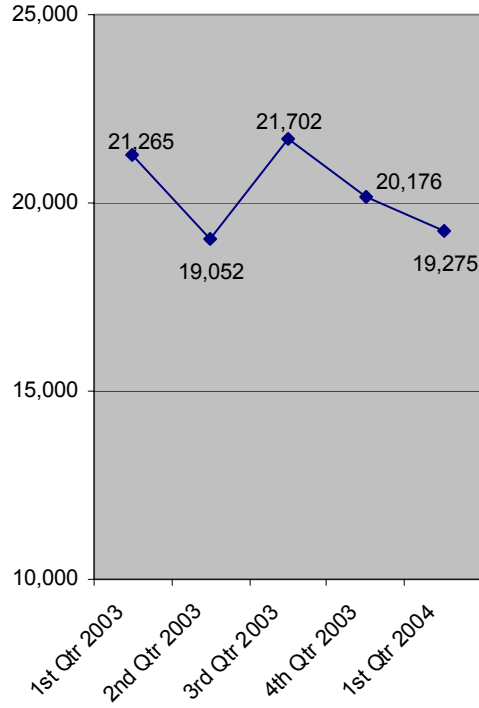
Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Increase the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously and minimize issuance of manual checks*

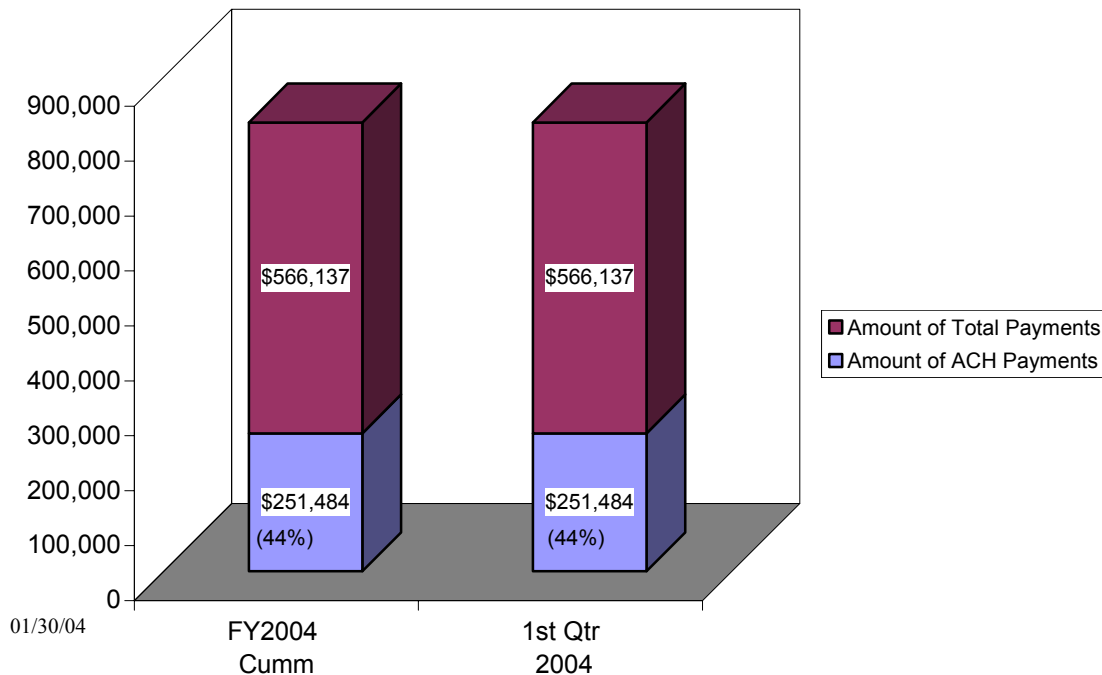
Number of ACH Transactions



Checks Processed



Amount of ACH Payments vs. Generated Checks Including Emergency Checks (In thousands)



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
 Priorities  
☒ Customer Service  
☒ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
 (Describe)

Goal Outcome Identifier:  
ES8-4

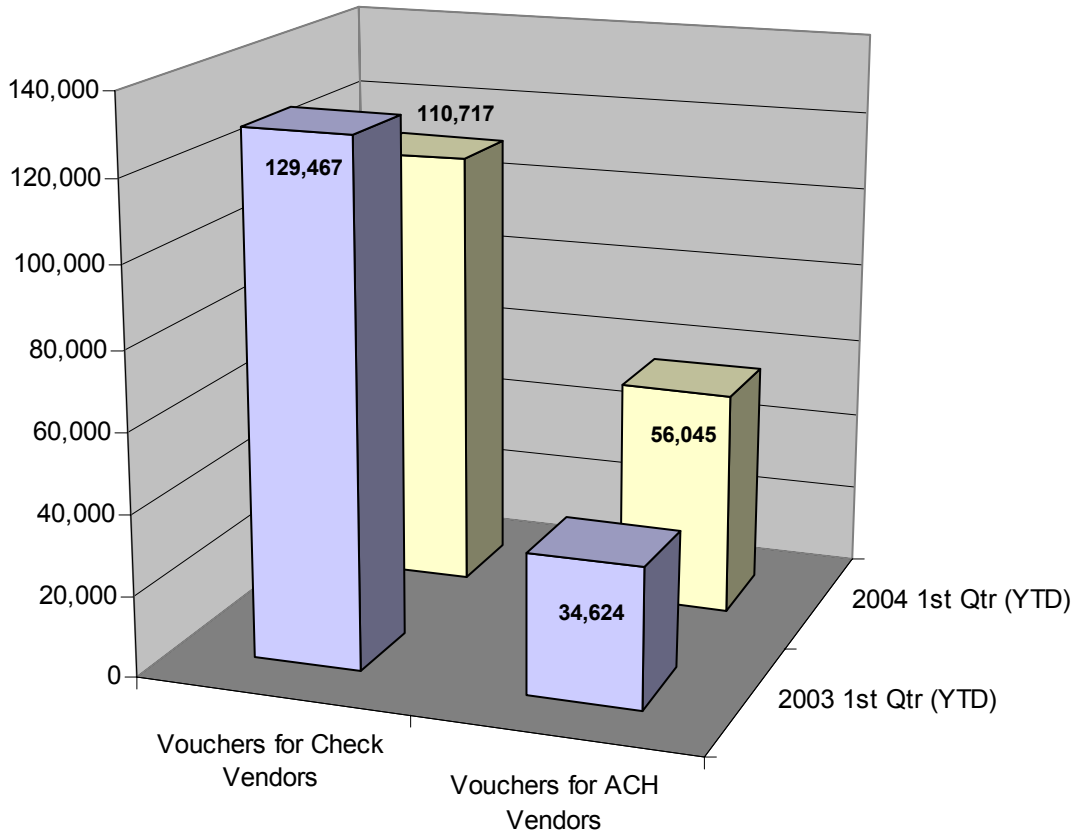
# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Process payments to vendors on a timely and accurate manner in the new Accounts Payable module, tracking commodity usage and payment cycle.*

**Accounts Payable**  
**Vouchers Processed for ACH Vendors vs. Vouchers Processed for Vendors Paid by Check**



- 2003 (1st Quarter) – ACH is 21% of Total Vouchers Processed
- 2004 (1st Quarter) – ACH is 33% of Total Vouchers Processed

Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

**Goal Outcome identifier:**  
**ES8-4**

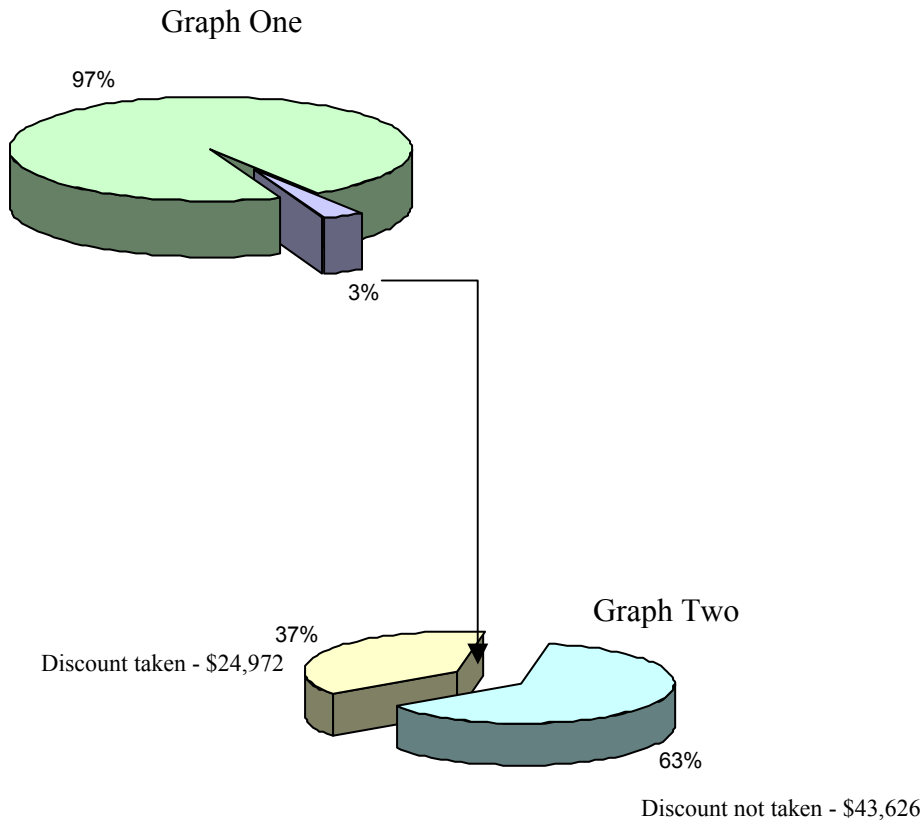
# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Maximize prompt payment discounts on all County contracts that provide for early payment discounts.*

*The following graphs show that 3% of all contract payments made in Quarter 1 of FY2004 provided the County early payment discount incentives (Graph One). Of this 3%, we were able to take advantage of early payment discounts in 37% of the payments made (Graph Two).*



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☒ Budgeted  
Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

Goal Outcome identifier:  
ES8-4

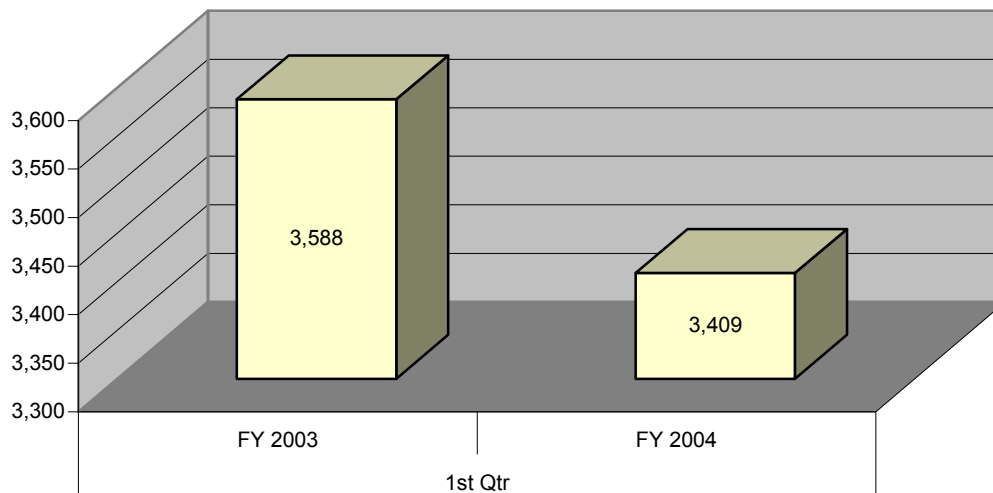
# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Monitor and track emergency payments for construction contracts, loan closings etc.*

## Emergency Checks Issued



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

Goal Outcome identifier:  
ES8-3

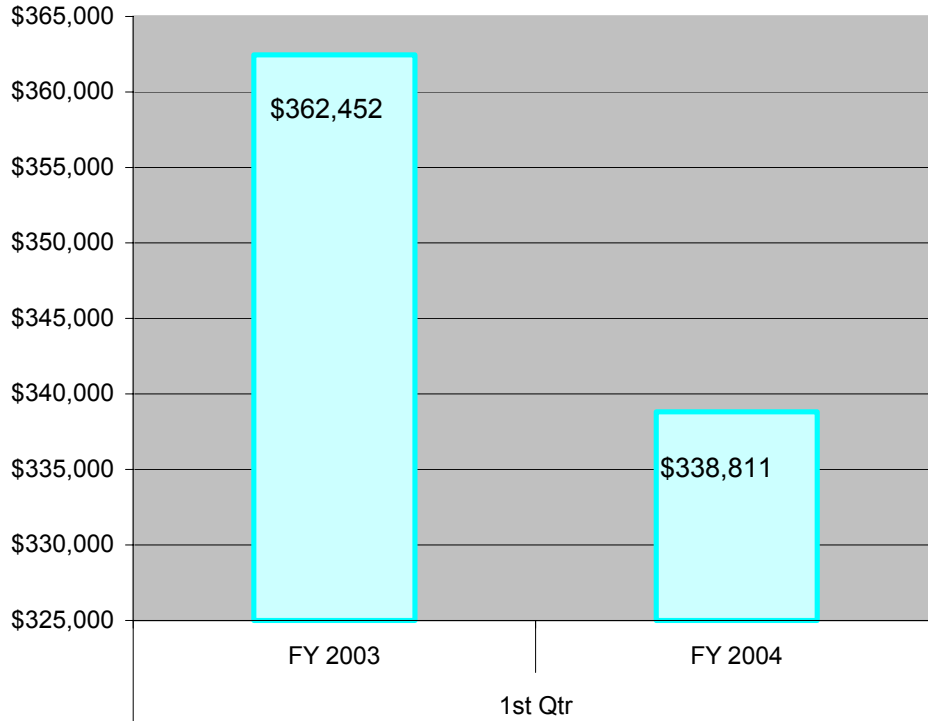
# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Expand usage of purchasing card program to all county departments.*

Purchase Card Year to Date Transaction Amount



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☒ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

Goal Outcome identifier:  
ES8-4

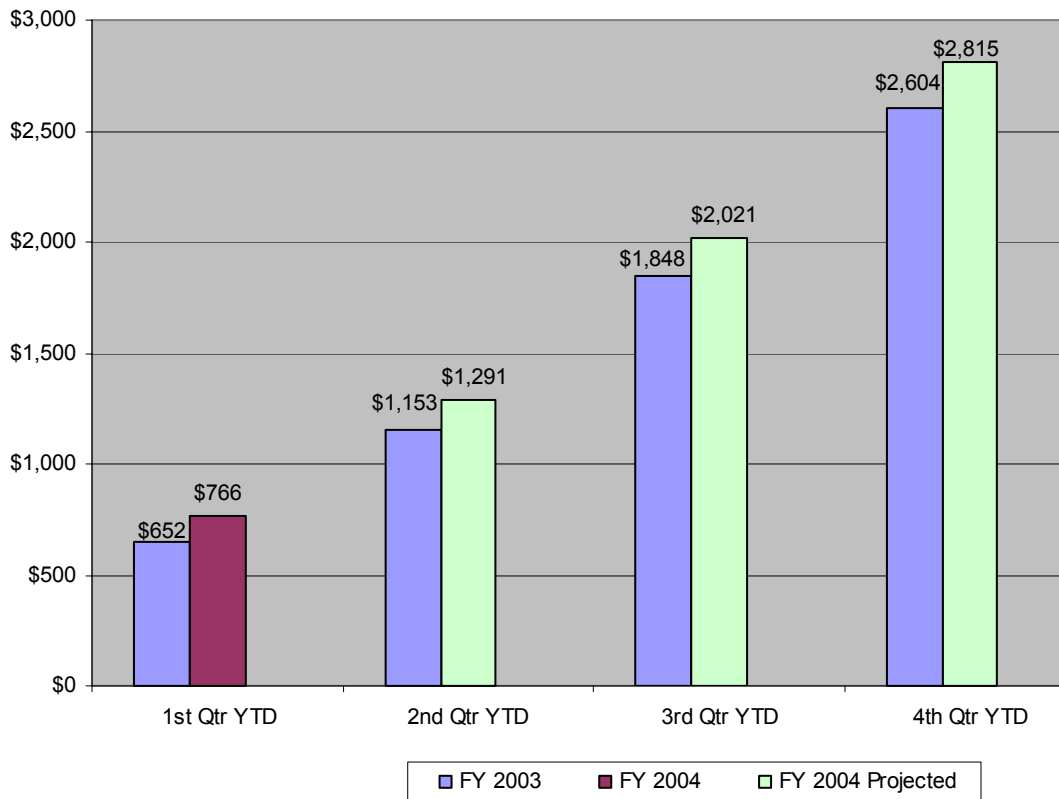
# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*The following are the revenues for last year, followed by the first quarter of this year and with a 5% increase over the next 3 quarters. Credit and Collection is actually \$80.9K ahead of the projected 5% increase after the first quarter. This makes the annual increase 8.1% instead of the projected 5% increase.*

**Credit and Year to Date Net Revenue (in thousands)**



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☒ Budgeted  
Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

Goal Outcome identifier:  
ES8-2

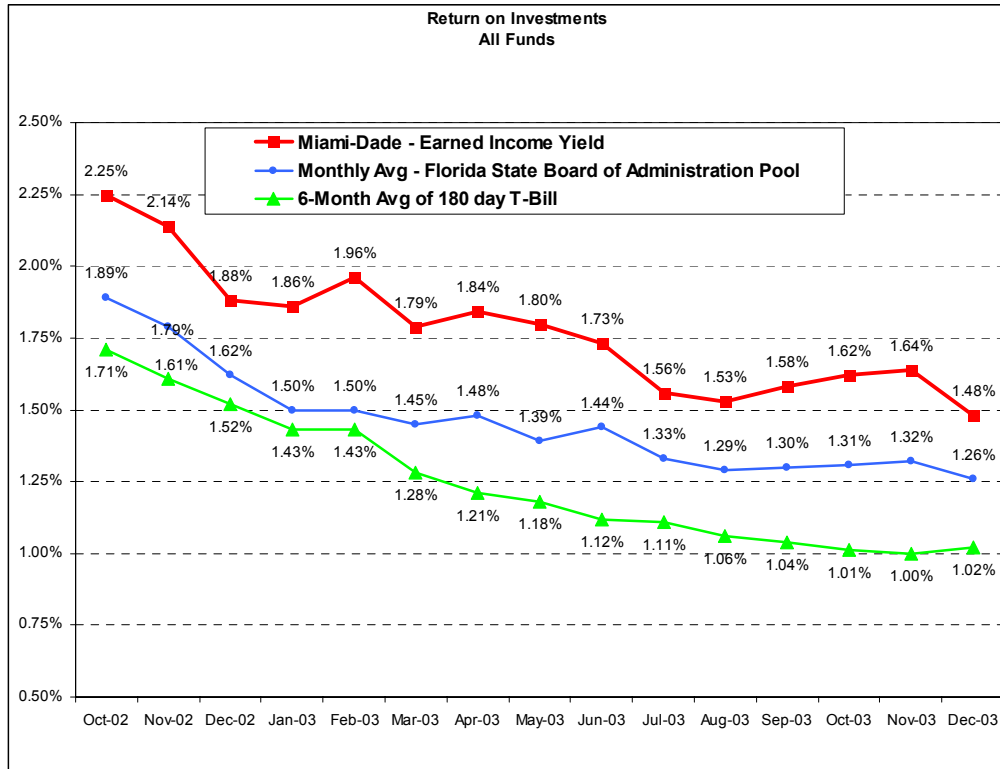


# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Continue to achieve an average rate of return for all County funds that is competitive with the average rate of return for the County's industry benchmarks*



Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
 Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

Goal Outcome identifier:  
 ES8-1

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Accurately process Tax Deed applications and redemptions and submit to Clerk's Office within 30 days*

Check all that apply

☐ Strategic Plan

☐ Business Plan

☐ Budgeted

☐ Priorities

☒ Customer Service

☐ ECC Project

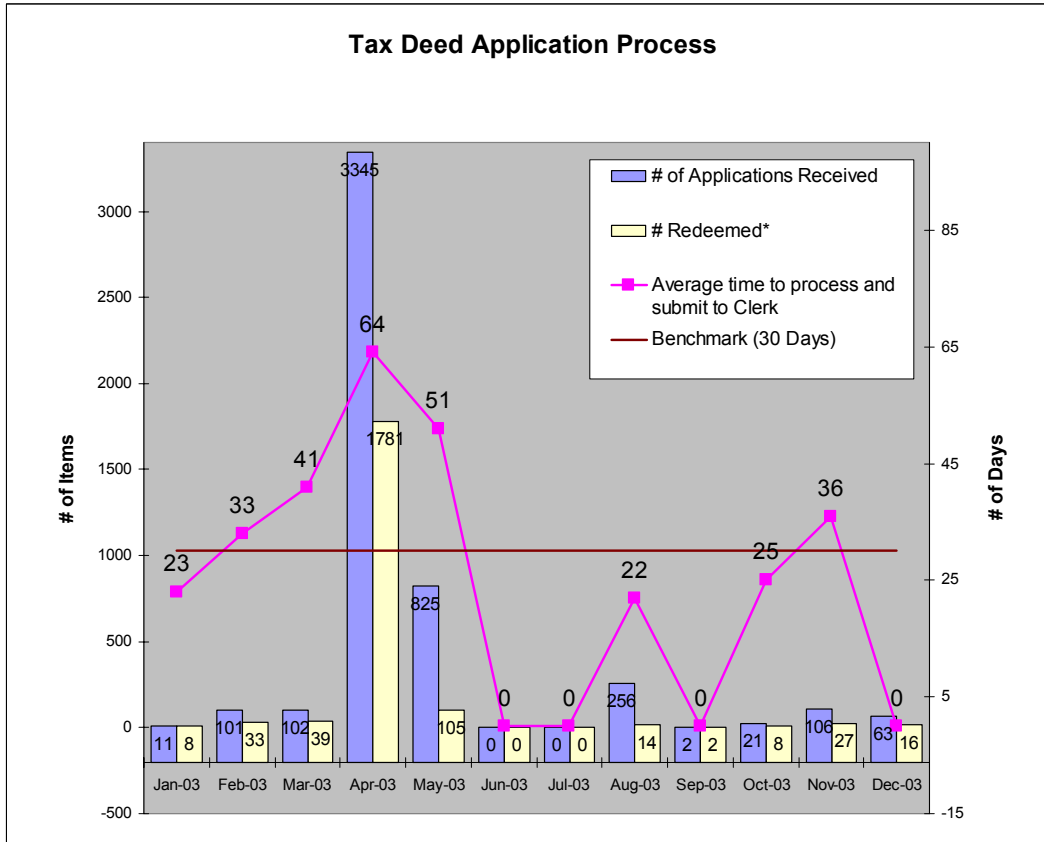
☐ Workforce Dev.

☐ Audit Response

☐ Other

(Describe)

Goal Outcome identifier:  
ES8-5



\* Number redeemed indicates when taxes are paid prior to a public auction of the property deed

\*\*Tax deed applications are not accepted while the yearly tax certificate auction is conducted (June)

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

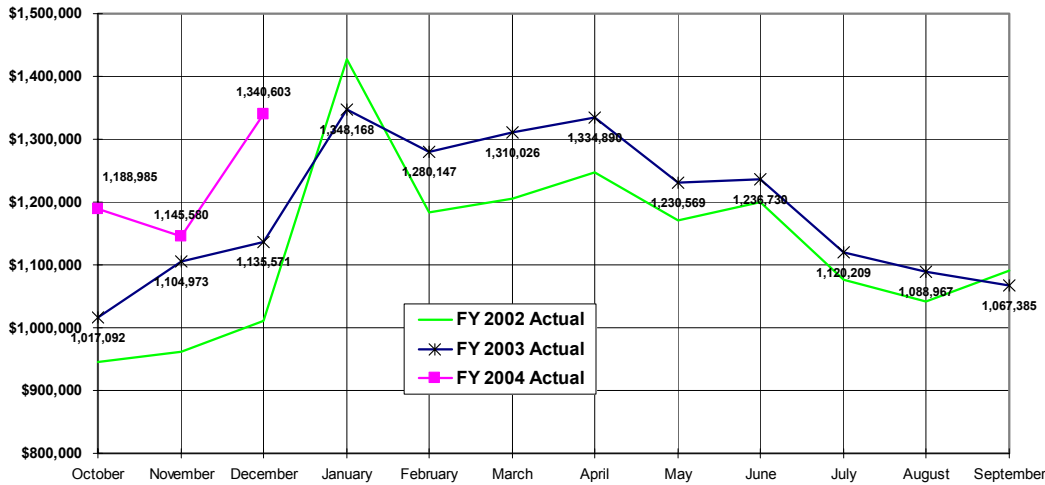
**Increase overall field collections for personal property, occupational license, and tourist taxes by 10%**

Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
(Describe)

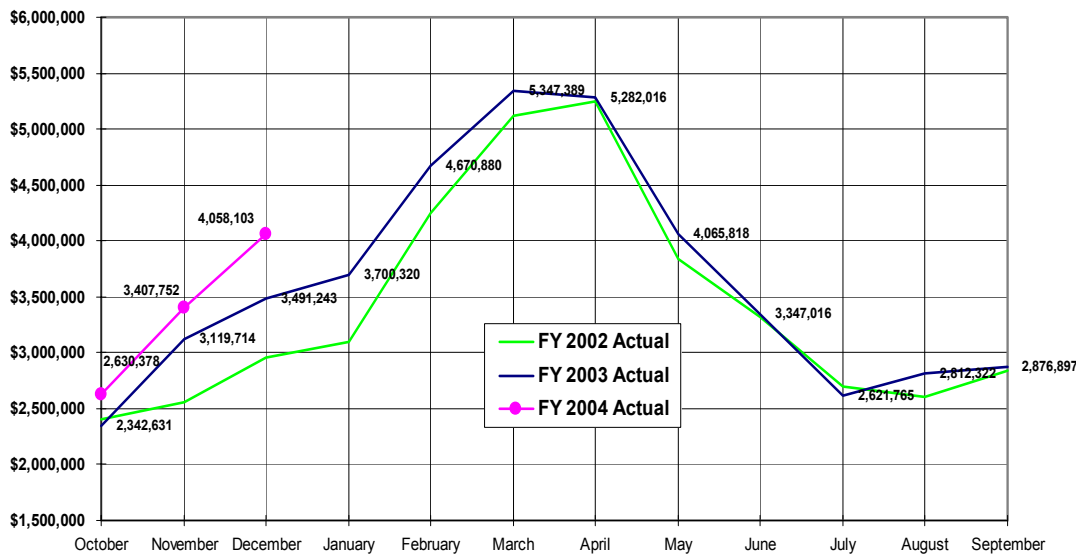
Goal Outcome identifier:  
ES8-5

**Food & Beverage Tax Revenues**  
(by collection month)



1. Includes TDT Surtax and Homeless & Spouse Abuse tax

**Bed Tax Revenues**  
(by collection month)



1. Includes CDT, TDT, and Sports Tax

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Increase overall field collections for personal property, occupational license, and tourist taxes by 10%*

Check all that apply

☐ Strategic Plan

☒ Business Plan

☐ Budgeted

Priorities

☐ Customer Service

☐ ECC Project

☐ Workforce Dev.

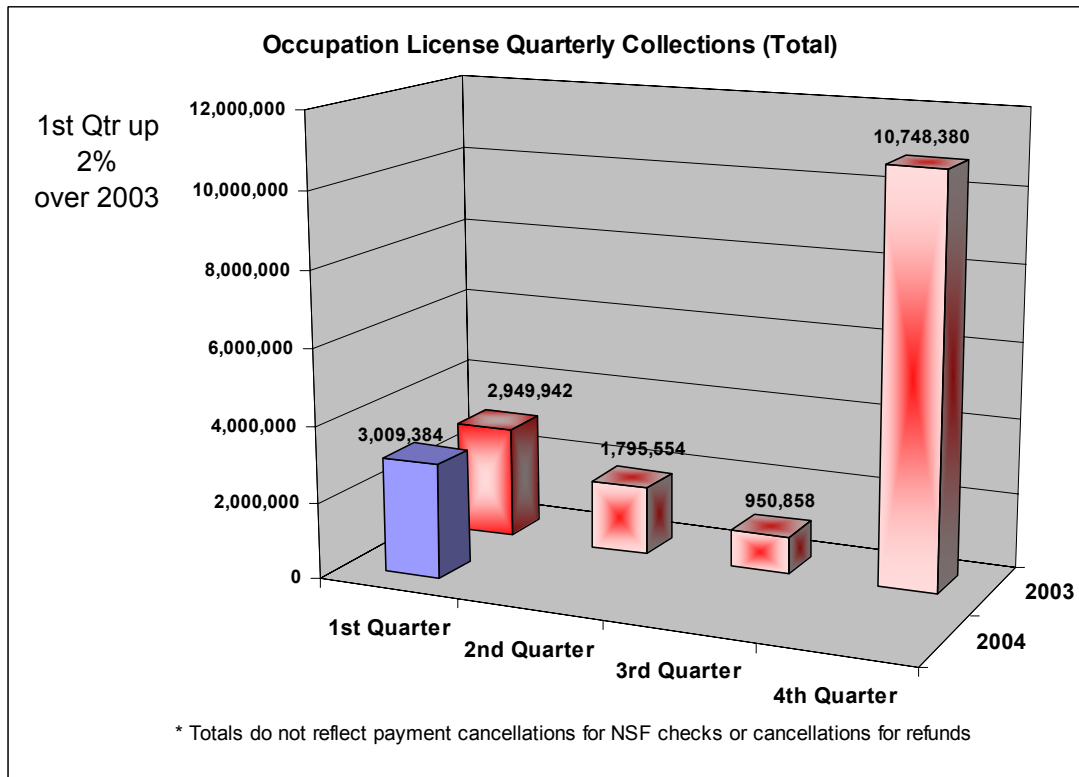
☐ Audit Response

☐ Other

(Describe)

Goal Outcome identifier:

ES8-5



\*OL Year runs from August to July

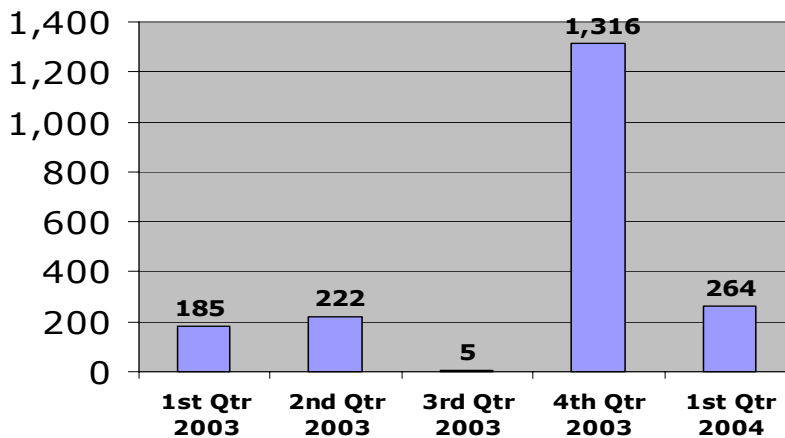
# Departmental Quarterly Performance Report

Department Name: Finance

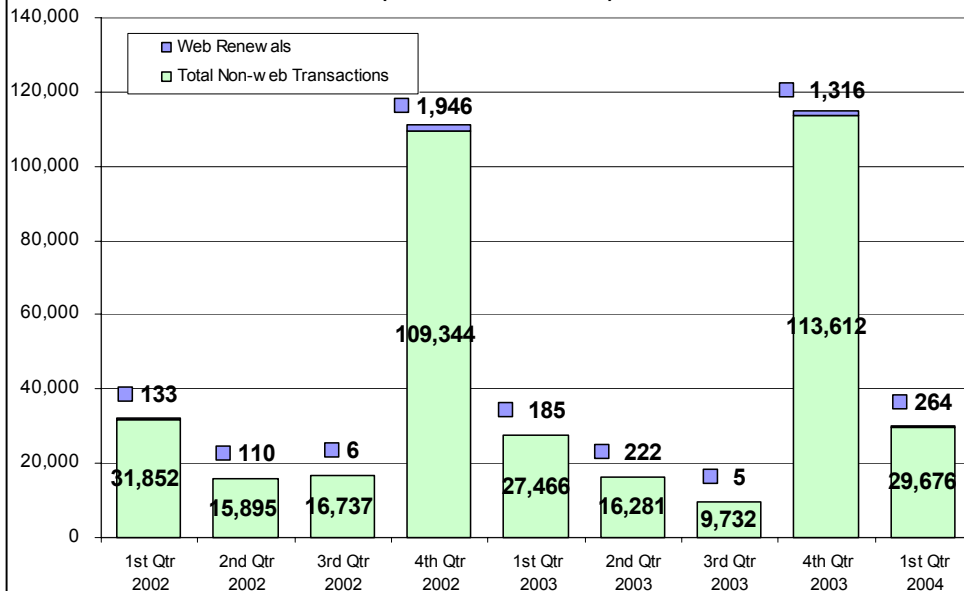
Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

*Monitor, track and promote on-line services and payment activity for occupational license tax renewals and auto tag registration transactions*

## Occupational License Number of Online Renewals



## Occupational License Quarterly Collections (Total Transactions)



\*Renewal process is seasonal based on OL year (August through July)

Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
 Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

Goal Outcome identifier:  
ES8-5

## Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

---

*Complete an analysis and review of all field collection and enforcement activities and make recommendations for improvements and streamlining of current process. Consolidate field collection duties and/or coordination of field activities to better track and manage the process.*

- Interviews were conducted to fill the position of Tax Collector Manager for the above Section. Position was offered and accepted with a start date of January 12, 2004.
- The newly created Section is comprised of Field Enforcement/ Collections Officers from the Occupational License Section and the Personal Property Section.
- Organizational structure, support staff, training and information technology solutions are still being evaluated for implementation.
- Partial implementation to be finalized during the 2nd Quarter of FY 2003-04.
- System reports are not available for this time period.

Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

**Goal Outcome identifier:**  
**ES8-5**

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

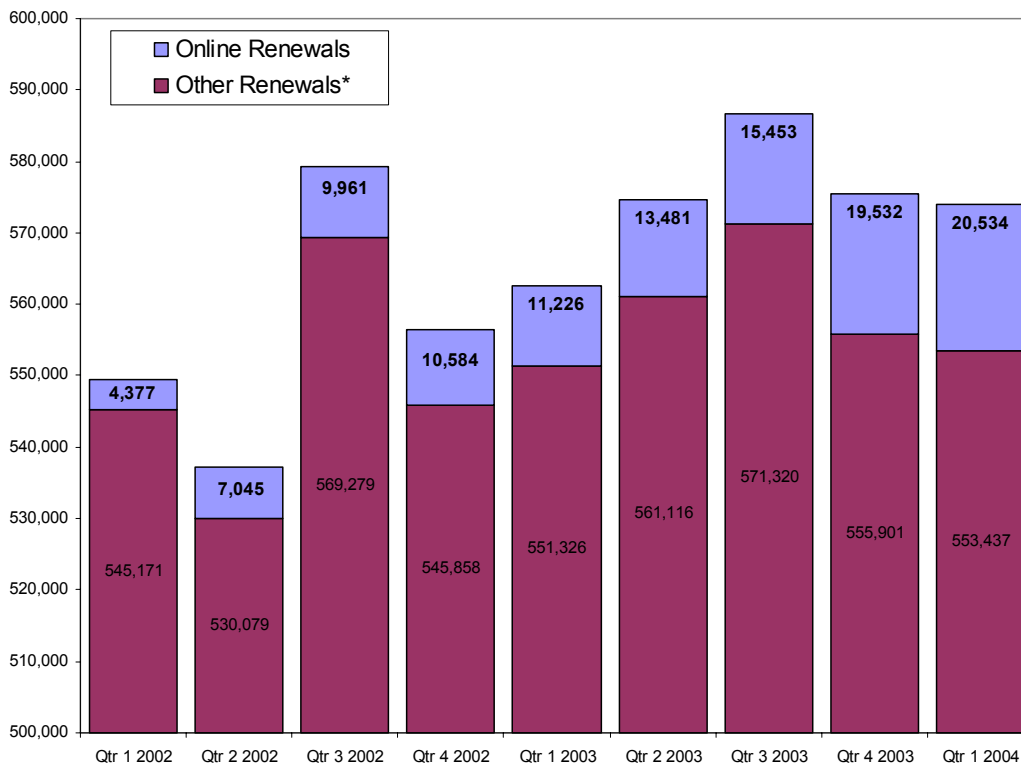
*Monitor, track and promote on-line services and payment activity for occupational license tax renewals and auto tag registration transactions*

Check all that apply

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

Goal Outcome identifier:  
ES8-5

**Auto Tag Renewals**  
**Total Renewals vs. Online Renewals**



\*Figures include renewal transactions conducted at all private tag agencies

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

## PERSONNEL SUMMARY

### *A. Filled/Vacancy Report*

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	298	336	306	30						

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

### Notes:

### *B. Key Vacancies*

- The positions of Tax Collector Manager (3), Administrative Officer 1 and 2, Paralegal Collection Specialist (2), Tax Record Supervisor 1, and Tax Record Clerk 2 (5) were interviewed and/or filled during the first quarter.

### *C. Turnover Issues*

- The Finance Department is continuing to aggressively recruit and fill the 30 positions that were vacant at the end of the first quarter.

### *D. Skill/Hiring Issues*

- During the first quarter, Three Tax Collector employees attended the Florida Tax Collectors Association Fall Conference in San Destin, FL. Five Tax Collector employees attended a Department of Revenue Collector Certification training held in Tallahassee.
- The Tax Collector's Office has submitted several reclassifications to the Employee Relations Department in order to better organize front line customer service staff and condense the number of classifications that exist on the current table of organization.

### *E. Part-time, Temporary and Seasonal Personnel*

-



## Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

---

### *F. Other Issues*

- The 2003 tax bill has been redesigned and was mailed at the end of October. The new tax bill uses larger, more legible font and clearly displays the various Ad Valorem and non-Ad Valorem taxing authorities that are collected by the Tax Collector's Office.
- In order to better serve our customers during our payment period, the Tax Collector's Office rerouted all incoming tax bill related phone calls to the Team Metro Answer Center. The payment period extends from November to March, with the bulk of the phone calls taking place during the month of November. The newly redesigned 2003 tax bills with contact information directing customers to contact the Answer Center were mailed out at the end of October.
- The Tax Collector's Public Service section in room 101 was opened on schedule in the 1<sup>st</sup> Quarter of FY 2003-04. The Auto Tag and Ad Valorem sections are now two separate public service offices. This is providing a higher level of service to our tax paying customers, while better honing staff as subject matter experts in their respective areas.
- Due to the temporary space constraints caused by the construction, the Tax Collector's Office had instituted a compressed workweek pilot program on April 21st that allowed for Public Service personnel to work 10 hour days while extending public service hours from 8 a.m. to 6 p.m. In order to adequately staff both public service areas, the hours of operation were adjusted during the first quarter to 8 a.m. to 5 p.m. and the compressed workweek schedule has been discontinued.

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

## FINANCIAL SUMMARY

	PRIOR YEAR ACTUAL	CURRENT FISCAL YEAR						
		Total Annual Budget	1st Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
<b>Revenues</b>								
<b>Carryover</b>								
T/C Carryover	2,175	117	117	680	117	680	563	481%
Famis Carryover	554	-	-	794	-	794	794	0%
B/A Carryover	592	720	720	1,104	720	1,104	384	53%
C/M Carryover	17	17	17	51	17	51	34	200%
CC Carryover	484	423	423	1,276	423	1,276	853	202%
<b>Other Rev</b>								
Tax Collector	22,983	23,942	5,986	3,952	5,986	3,952	(2,034)	-34%
Famis/Adpics	735	340	85	-	85	-	(85)	-100%
Bond Admin	2,146	1,349	337	235	337	235	(102)	-30%
Cash Mgt	1,087	1,164	291	172	291	172	(119)	-41%
Credit and Collection	2,604	2,112	528	867	528	867	339	64%
<b>Total</b>	33,377	30,184	8,504	9,131	8,504	9,131	627	7%
<b>Expense*</b>								
Tax Collector	12,613	13,945	3,486	3,243	3,486	3,243	243	7%
Interfund Transfer		340	85	-	85	-	85	100%
Director	513	925	231	180	231	180	51	22%
Controller	3,853	4,349	1,087	1,177	1,087	1,177	(90)	-8%
COR Transfer	7,500	4,800	1,200	-	1,200	-	1,200	100%
Famis/Adpics	495	340	85	107	85	107	(22)	-26%
Bond Admin	1,635	1,769	442	190	442	190	252	57%
Cash Mgt	1,053	1,181	295	220	295	220	75	25%
Credit and Collection	1,812	2,535	634	414	634	414	220	17%
<b>Total</b>	29,474	30,184	7,546	5,531	7,546	5,531	2,015	34%

(All Dollars in Thousands)

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

### Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable)

\* The Finance department is experiencing higher than budgeted attrition; expenses, reimbursements and transfers are not evenly distributed throughout the year

# Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 1<sup>st</sup> Quarter

## Equity in pooled cash (for proprietary funds only)

	Prior Year	Current Year		
	Year End	Month 1	Month 2	Month 3
<u>Fund/Subfund</u>				
GF 030/031				
031005	1,450	(179)	(546)	684
031004	1122	1,041	993	1,164
GF 050/053				
053006/056113	1029	1028	1028	922
053002	116	71	154	63
053003/4/7	1528	1,686	1,592	1,882
Total	5,245	3,647	3,221	4,715

## STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

## DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Date January 30, 2004

Signature  
Rachel Baum  
Department Director